

# Winning Moves, providing international benchmarking to UNIDO since 2008

UNIDO: United Nations Industrial Development Organization

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UNIDO's Subcontracting and Partnership Exchange (SPX) Programme is a well-established initiative designed to tackle poverty through enterprise in economies at various stages of development. It does this by working to increase the competitiveness of local suppliers. Benchmarking has become central to SPX which has been operating for over 25 years and is currently established in more than 30 countries across 4 continents.

Supply chain localisation and cluster development are effected through a now well established process of activities. These culminate in the SPX 'matchmaking' potential commercial relationships between large national and international buyers, from both the public and private sectors, with local suppliers that have been identified and assessed to enable a qualified introduction to be made. The process is flexible and tailored to local requirements, but broadly involves three stages for participating suppliers...

## Profiling

1. **Profiling** – detailed audit of suppliers, including sectors they operate in, technical equipment, current products and services supplied, financials, customers, processes and people.

## Benchmarking

2. **Benchmarking** – facilitated assessment of the supplier by a local trained adviser to deliver an action plan for improvement and baseline their current 'fitness to supply'. Our BenchmarkIndex® service has been enhanced to provide a bespoke system that operates as a key element of the SPX service.

## Upgrading

3. **Upgrading** activities to enhance the suppliers' capabilities and resources to contribute effectively within local and international supply chains.

## The reach...

The countries that have adopted the SPX Benchmarking service as at January 2017 includes South Africa, China, Vietnam, Iraq, Pakistan, Kenya, Zambia, Mozambique, Cameroon, Tanzania, Uganda, Ghana, Cape Verde and Senegal. There is a raft of other countries likely to adopt the service during 2017, including Oman, Dubai, Gabon and Iran. So far, more than 2,000 businesses have benefitted from the service, with many more in the pipeline.

14+  
countries

2000 +  
businesses



## How it works

UNIDO licenses the customised cloud based benchmarking system to support individual businesses develop and gain new supply chain contracts. The underpinning international database comprises more than 130,000 enterprises providing good comparison coverage across all sectors down to 4 digit NACE level.

The findings from the benchmarking are used for 2 main purposes...

- 1) **Firstly, the results support upgrading activities in businesses to improve their competitiveness.** This assistance takes a wide variety of forms, including securing funding to drive growth and sourcing technology enhancements to enable step change improvement in performance.

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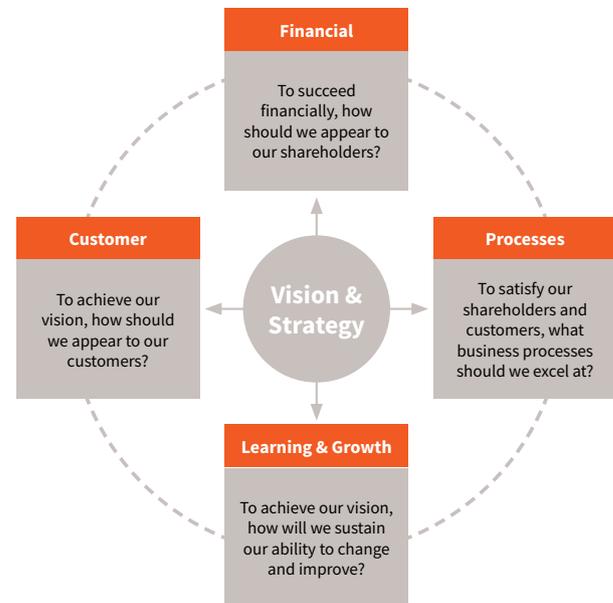
2) **Secondly, the big carrot for participating businesses is to be introduced to large government or international buyers.** UNIDO use the performance and practice capabilities of suppliers, evidenced by the benchmarking activity, to provide a supplier-buyer matching service. Where supplier capability is identified as being below the required minimum levels stipulated by potential purchasers, businesses can be supported to reach the standards required.

This leads to an increasing volume of supply needs being satisfied locally rather than from imports, ultimately leading to more sustainable economies and driving the future financial health of participating countries and enabling developing countries to more readily compete in a global marketplace.

## Getting in to the detail

The benchmarking system has 2 variants – manufacturing and service. These are encapsulated into modules that combine qualitative ratios and qualitative questions. Collectively they provide a world class structure covering the key areas enterprises need to be aware of and succeed at to achieve business success. Additionally, they demonstrate international best practices and offer an audit to help objectively assess readiness to participate in supply chains.

The underpinning structure used is *Balanced Scorecard* (opposite). This encourages a broad review across all key areas of the business: Financial, Customer, Process and Learning & Growth performance and practices. A trained BenchmarkIndex® adviser then adds depth to the exercise through the use of probing questions and cause and effect analysis, leading to a diagnosis of genuine need based on objective assessment. This then provides a firm foundation for agreeing a strategic improvement plan for the business to develop the areas identified which should be inextricably linked to their vision and aspirations for the future.



## Adviser Training

The BenchmarkIndex® training programme has been devised to recognise that the consultancy markets in many of the UNIDO SPX countries are relatively immature. Consequently, it goes beyond simply covering how the software works.



A large focus is placed on immersing delegates in the overall business improvement methodology and essential business adviser skills to help them get the most from the tool and enhance their adviser skillsets. The training is very practical with classroom style learning using real world case studies which are supplemented by live benchmarks with real companies to help the advisers gain immediate first hand experience.

The development programme has proved powerful in driving economic dev

*Richard Bean (UNIDO)*



If you would like to find out more about how UNIDO use benchmarking, or to explore how Benchmarkindex® could support your activities, then please get in touch.



### GET IN TOUCH

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